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AUTHORITY

AGO ltr 29 Apr 1980

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AGDA (M) (20 Apr 70)

FOR OT UT 701008

24 April 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 14th Transportation Battalion, Period Ending 31 January 1970

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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as

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AD 869532

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 14TH TRANSPORTATION BATTALION (AM&S) (GS)  
APO 96240

AVGFN-C

8 February 1970

SUBJECT: Operational Report - Lessons Learned of the 14th Transportation Battalion (AM&S) (GS) Period Ending 31 January 1970, RCS CSFOR-65 (R2)

Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, DC 20310

1. Operations: Significant Activities

a. The 14th Transportation Battalion (AM&S) (GS), located in Nha Trang (AN041516) is organized under MTOE 55-066FPO2 (See Incl 1) providing aircraft maintenance (direct, backup, and general support) and supply support for all Army aircraft (approximately 986) located within the Corp II Tactical Zone. The battalion also provides supply support for U.S. Air Force UH-1F aircraft, avionics support for USAF C7-A, and Navy and Army F2-V aircraft. The battalion mission further includes inprocessing and retrograde of aircraft and aircraft recovery responsibility in the II Corps Tactical Zone. To accomplish this mission the battalion provides command and control for a Headquarters Company, three (3) Direct Support Aircraft Maintenance Companies, and (1) General Support Aircraft Maintenance Company and one (1) General Support Avionics and Electronics Maintenance Company.

(1) The 79th Transportation Company (DS) at Qui Nhon (CR085220) provides direct support maintenance and technical supply support for all the Army aircraft in the northeastern sector of II Corps (273 aircraft) (79 DS and 194 Back-up DS). The 79th Trans Co area of operations (AO) is from the southern border of I Corps south of Chu Lai (BT537062) to vicinity of Ahn Khe (BR478447). The 79th Trans Co has the largest direct support supply mission in the battalion with approximately twelve-thousand, one-hundred (12,100) lines of supplies. This unit has historically retrograded and inprocessed the majority of aircraft processed by this battalion and is also the control DSU for the Theatre Aircraft Repairs Program (TARP).

(2) The 604th Transportation Company (DS) at Camp Holloway in Pleiku (AR783500) has direct support aircraft maintenance responsibility (394 aircraft) (28DS and 366 Back-up DS) and direct support supply (11,700 lines of supplies) responsibility in the northeastern sector of II Corps. The 604th AO extends from Ahn Khe in the east to international boundary in the west and from Dak To (ZB012216) in the north to Plei Me (ZL16305) in the south.

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(3) The 608th Transportation Co (DS) at Dong B Thin (CP032295) has direct support aircraft maintenance (319 aircraft) (80 DS and 239 Back-up DS) and direct support supply (9,800 lines of supplies) responsibility in the southern half of II Corps. The 608th Trans Co area of responsibility is the largest in the battalion extending from the sea westward to the international boundary and in the north from Plei Me to Phan Thiet (AN801068). This unit has inprocessed approximately 51 new or IRO Med UH-1 aircraft during the reporting period.

(4) The 540th Transportation Co (GS) is located in Qui Nhon with general support maintenance and aircraft recovery responsibility for the entire II CTZ Army aircraft. The 540th Trans Co has the largest general support area in RVN. Additionally, this unit has the preponderance of responsibility for the CH-47 18th Periodic Inspection Program and is a repair facility for selected items of the Theatre Army Repairable Program (TARP), and represents the battalion Reserve for backup DS maintenance.

(5) The 614th Maintenance Company (IE) (GS) provides DS/GS avionics maintenance support for all Army aircraft and limited USAF/Navy in II Corps (over 1000 aircraft). This organization, previously a provisional unit, was reorganized on 1 December 1969 under MTOE-29-134F. The company headquarters and 1st platoon are located at Nha Trang with DS platoons attached to the 79th Trans Co at Qui Nhon and the 604th Trans Co at Pleiku supporting their respective AO's.

#### b. KEY PERSONNEL CHANGES

(1) MAJ Max A. Davison assumed command of the 604th Trans Co on 14 December 1969.

(2) MAJ Charles P. Harmon assumed command of the 540th Trans Co on 22 December 1969.

(3) MAJ Grover E. Snipes reassigned to Hqs, 34th General Support Group effective 26 December 1969.

(4) MAJ Samuel J. Kowal assumed duties of Bn Executive Officer 5 January 1970.

(5) MAJ George H. Fasching assumed duties of Bn S-3 on 17 January 1970.

(6) MAJ Edward S. Rebholz assumed command of the 79th Trans Co on 19 January 1970.

(7) MAJ Owen R. Thompson reassigned to Hqs, 34th GSG on 25 January 1970.

c. Awards and Decorations: The following awards and decorations were presented:

Bronze Star Medals	35
Army Commendation Medals	107
Air Medals	11
USARV Certificates of Achievement	23

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d. Facilities: There were no LCA projects in process during the reporting period. Defense fortifications require continuous maintenance and improvement due to environmental deterioration.

(1) During the period 7-22 December 1969, the battalion Hq's and HHC moved its administrative offices and billets from the VNAF to the USAF area of the Nha Trang Air Base.

(2) 79th Trans Co (Qui Nhon): Open storage areas in Tech Supply have been filled with gravel and graded to support all-weather operations.

(3) 604th Trans Co (Pleiku): The asphalt apron in front of the newly constructed hanger was completed facilitating movement of aircraft.

(4) 614th Maint Co (Nha Trang): The entire company operation was moved from the VNAF to the USAF area of the Nha Trang Air Base and considerable self help programs were initiated, to configure facilities as required, without any slackening in mission support.

e. Mission Operations and Training: The battalion engaged in mission operations the entire period. Unit training, including USARV required subjects, was integrated into the units operational day.

(1) In-Country Aviation Refresher Training (AARTS): The following number of personnel received in-country training in courses listed below:

<u>Airframe Course</u>	<u>Personnel Graduated</u>
UH-1	8
AH-1	6
OH-6	10
CH-47	5
OH-58	2
CH-47 Maint Sup	3

<u>Engine Courses</u>	<u>Personnel Graduated</u>
T53-L11	3
T53-L11	6
T-63	10
T55-L7	3
TI	2
<u>Supply Courses:</u>	2
<u>Armament Courses:</u>	8

(2) Aircraft Recovery Operations: During the reporting period, the direct support companies of this battalion rigged 29 aircraft for aerial recovery. Of this total 19 were field extractions (recoveries conducted from areas temporarily secured by friendly forces for recovery) and the remaining 10 aircraft were maintenance evacuations (secured area to secured area).

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(3) Flight Operations: During the reporting period elements of the battalion compiled over 2596 combat support missions and 1,562 flying hours in support of the assigned mission. There were no aircraft accidents during the reporting period.

f. Aircraft Maintenance:

(1) Number of aircraft repaired and returned to service: During the reporting period 1028 aircraft were repaired and returned to service by units of this battalion.

(2) Aircraft in-processing, retrograde, and salvage: Three-hundred-ten (310) aircraft were inprocessed, retrograded or salvaged by elements of the battalion during the reported period. One-hundred-sixty-nine (169) new or modified aircraft were processed into RVN, seventy-two (72) were retrograded out of country and sixty-nine (69) were salvaged during this quarter. Aircraft processed by type and model follows:

Type A/C	Inprocessing	Retrograde	Salvage	Total
AH-1G	0	6	1	7
CH-47	14	8	3	25
OH-6A	2	6	17	25
OH-23	0	1	0	1
UH-1	151	48	45	244
O-1	2	1	2	5
OV-1	0	1	0	1
U-1	0	0	1	1
U-6	0	1	0	1
TOTAL	169	72	69	310

g. Air Armament: During the reported period Aircraft Armament shops of this battalion repaired and returned to service the armament systems listed:

System	540th	604th	608th	Total
M-21	141	231	144	486
M-5	14		2	16
M-28	40	183		223
M-60	115	44	44	203
XM-158			2	2
XM1821	7	1		8
XM-2731	24	9		33
M-134	33		2	35
XM-156	2		2	4
XM-8	1			1
THT-102	3			3
XM-23		10		10
TOTAL	380	478	166	1024

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h. Technical Supply Operations: Continuous emphasis was placed upon improving technical supply management and operations during the period. Particular attention was focused on purification of authorized stockage lists (ASL) improved customer reconciliations, depot liaison, increased surveillance of stocks released for transportation and improved accounting procedures for unserviceable repairables.

(1) Technical Supply Performance: The following representative weekly averages of this battalion's supply performance for the reported quantities:

	<u>79th</u>	<u>604th</u>	<u>608th</u>
a. Avg Demands per Month	11,266	5,254	5,311
b. Avg # Lines ASL per Month	12,087	11,654	9,828
c. Avg # Lines O Bal per Month	2,752	3,065	2,659
d. Avg Demand Satisfaction per Month	77.3%	84.2%	73.9%
e. Avg Demand Accommodation per Month	70.6%	74.7%	81.4%

(2) Turn-in of Serviceable Excess: A concerted effort was made by all companies to identify serviceable excesses, purify ASL's and return serviceables to depot stock. The return of excess lines with a dollar value for the period is depicted below:

2. Serviceable Turn-In	<u>Total # Lines</u>	<u>Total Dollar Value</u>
79th	4,055	\$875,880
604th	2,578	\$556,848
608th	<u>2,798</u>	<u>\$604,368</u>
Total	9,431	\$2137,096

(3) Retrograde of Repairables: The processing of repairables for retrograde reflected a substantial increase in the workload for all DSSA's. Monthly shipping tonnages of the quantities are identified below:

	<u>79th</u>	<u>604th</u>	<u>608th</u>
a. Total In-Country (TILP)	118.9 (S/T)	73.1 (S/T)	57.3 (S/T)
b. Total Retrograde	272.9 (S/T)	160.2 (S/T)	113.5 (S/T)

1. Unit Supply and Maintenance Management: The 540th Trans Co successfully completed the 34th General Support Group CMMI. The battalion S-4 continues to inspect the following areas on a monthly basis:

- (1) Unit Supply: Property books, supply records, PLL, and equipment storage.
- (2) Unit Mess: Sanitation, records, and food preparation.
- (3) Arms Room: Ammunition stockage level and rotation policy, weapons safety, PLL and security.
- (4) Motor Pool: Vehicle Maintenance, PLL, preventative maintenance procedures, motor records and reports, and operators training and licensing.

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j. Avionics Activities:

(1) Production Figures (workorders received and w/o's completed during period:

Received: 20,481

Completed: 20,841

(2) NRTS

a. Items repaired and returned to user:

Shipped: 699

Received: 794

b. Items repaired and returned to supply system:

Shipped: 1665

2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations:

A. Personnel:

(1) OBSERVATION: Unit supply NCO's in the grade of E-6 in the DS and GS companies lack experience.

(2) DISCUSSION: Due to the rapid promotion system and complexity of the many tool sets, special test equipment, and two basic sources of supply there are very few fully qualified E-6's to manage the unit supply room.

(3) RECOMMENDATION: It is recommended that the supply sgt positions be upgraded to E-7, in order to provide a more experienced individual, the career incentive to remain in the unit supply MOS, and retain the skill level required to manage the extensive resources required to accomplish the mission of Direct and General Support Companies.

(1) OBSERVATION: It has been noted that personnel received as replacements during this period have been on a quantitative rather than qualitative basis.

(2) DISCUSSION: Enormous cross training has been required and in many instances with insufficient trained personnel to conduct it. Although AR 611-201 lists most aircraft maintenance MOS codes as being interchangeable, on the job training is no substitute for MOS qualification, and is, normally, a requisite culmination of the academic training received by the individual in school. Furthermore, training of this magnitude results in reduction of productivity due to the loss of personnel from their primary mission, and should therefore be confined to school, rather than an operational unit. A specific area where problems have

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been encountered is the maintenance and rebuilding of the CH-47 aircraft. Sufficient personnel to adequately accomplish the mission are not available in the 14th Trans Bn. This is partially due to the failure of the present MTOE to reflect the accurate requirements for this MOS, and shortage of personnel under the previous MTOE which did in fact authorize the spaces. The normal time required to change an MTOE is in excess of one year. The present policy of substitutability for the various types of Aircraft MOS codes does not adequately take into consideration, the unique differences in types of aircraft, and the continuing modifications which require retraining of personnel. It is realized that transition courses are not sufficient to update all individuals knowledge of the changes in their particular specialties.

(3) RECOMMENDATION: Additional training output, in each of the more complex aircraft specialties, which are in critical supply, would lessen the tremendous burden to train in the theatre.

b. Intelligence: None

c. Operations:

(1) OBSERVATION: Units within II Corps which utilize a system of scheduling, whereby maintenance officers designate aircraft, by tail number, for operational requirements, consistently experience higher sustained operational availability rates.

(2) DISCUSSION: When the maintenance officer is allowed to decide which aircraft will be flown to satisfy programmed flying hours, he is in a position to program his shop workload and to prorate inspections. Unless this is accomplished a situation develops whereby more aircraft are flown into scheduled inspections than can be handled at one time. This results in aircraft awaiting entry into work thus increasing down time. With the maintenance officer assigning aircraft against mission requirements, he can smooth out peaks and valleys in workload requirements, thus obtaining maximum efficiency in shop operations with minimum down time of aircraft.

(3) RECOMMENDATION: That all future doctrine and training literature reflect the importance of having the Maintenance Officer, in an Aviation unit, commit tail number assignment of aircraft against specific mission requirements, to facilitate proper maintenance scheduling and sustained high availability rates.

d. Organization:

(1) OBSERVATION: The 540th Trans Co (GS) (MTOE 55-4580) has the mission of providing recovery support for downed aircraft within II Corps, RVN. Presently all required equipment is on hand; however, there are no personnel authorized to perform the mission.

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SUBJECT: Operational Report - Lessons Learned of the 14th Transportation Battalion (AMB) (G), Period Ending 31 January 1970, RCS CS FOR - 65 (R 2)

(2) DISCUSSION: To continue to provide personnel for the recovery mission from the maintenance assets will result in an untenable situation, i.e., sufficient CH-47 aviators and maintenance personnel are not on hand to adequately perform both recovery and the general support maintenance mission.

(3) RECOMMENDATION: That sufficient personnel be authorized to adequately perform the recovery mission. Further, that MTOE 55-458G be modified to provide an "augmented recovery capability"; so that, whenever this type company is assigned an area recovery mission, it provides the means whereby personnel and equipment can be made available.

e. Training: None

f. Logistics: None

g. Communications: None

h. Materiel: None

i. Other: None

1 Incl  
Organizational Chart

*Charles L. Smith*  
CHARLES L. SMITH  
LTC, TC  
Commanding

CF:

2-USARPAC, ATTN: GPOP, APO 96558  
3-USARV, ATTN: AVHGS(DST), APO 96375  
10- 34th GSG, APO 96329  
1-HHC, 14th Trans Bn, APO 96240  
1-79th Trans Co, APO 96238  
1-540th Trans Co, APO 96238  
1-604th Trans Co, APO 96494  
1-608th Trans Co, APO 96377  
1-614th Maint Co, APO 96240  
1-each staff section

AVGP-B (8 Feb 70) 1st Ind LTC Nicholson/rap/923-4325  
SUBJECT: Operational Report - Lessons Learned of the 14th Transportation  
Battalion (AMAS)(GS) Period Ending 31 January 1970, RCS CSFOR-65 (R2)

DA, HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (AMAS), APO 96309 14 MAR 1970

TO: Department of the Army, ATTN: ACSFOR, Washington, D.C. 20310

1. This Headquarters has reviewed the Operational Report - Lessons Learned for the quarterly period ending 31 January 1970 from Headquarters, 14th Transportation Battalion (AMAS)(GS).

2. Comments follow:

a. Reference Section 2, Lessons Learned, Personnel, paragraph a(1), concerning personnel received as replacements during this period having been on a quantitative rather than qualitative basis. Nonconcur. On the job training (OJT) is not intended to be a continual substitution for MOS-qualified personnel from schools. Continued use of experienced personnel to instruct in OJT definitely results in reduced productivity in an operational unit. In Vietnam where it takes six (6) months or longer to train these men, the unit gains a trained soldier for a limited period of time. To help alleviate this problem, this Headquarters has designated four (4) 67N20 slots in MTOE 55-457G paragraph 08 line 05 and four (4) slots in paragraph 08 line 08 as 67U20 in accordance with AR 611-201. Personnel requisitions have been submitted based on this change, and school-trained 67U20 personnel will fill the newly redesignated slots.

b. Reference Section 2, Lessons Learned, Organization, paragraph d(1), concerning lack of authorized personnel to perform recovery mission. Nonconcur. The recovery mission belongs to the Aircraft Direct Support Companies (MTOE 55-457G) rather than to the Aircraft General Support Companies (MTOE 55-458G). A change in mission requires changes to both MTOE's which are not possible at this time.

c. This Headquarters concurs in the observations, evaluations and recommendations presented in the remainder of section and has no additional comments.

FOR THE COMMANDER:

  
W. L. DAMPER  
CPT, AGC  
Adjutant

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AVHGC-DST (8 Feb 70) 2d Ind

SUBJECT: Operational Report - Lessons Learned of the 14th Transportation Battalion (AM&S)(GS) Period Ending 31 January 1970, RCS CS FOR 65(R 2)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 25 MAR 1970

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT, APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1970 from Headquarters, 14th Transportation Battalion (AM&S)(GS) and concurs with the comments of indorsing headquarters.

2. Comments follow:

a. Reference item concerning "Unit Supply NCO's", page 6, paragraph a(1); nonconcur. AR 611-201 clearly establishes the duties, skills, knowledge, and mental and physical requirements of an individual to be qualified for MOS 76Y40, Armorer/Unit Supply Specialist. The Standards of Grade Authorization of that AR also specify that company, battery, or comparable unit supply sergeant will be an E6, while an E7 is authorized as principal NCO of battalion S4 section. Regardless of the rapid promotion possibilities currently available, an individual should not be promoted who does not meet the requirements of that grade and the criteria of that MOS. Regarding upgrading to E7 to provide the career incentive to remain in the unit supply MOS, AR 611-201 currently provides for advancement to E9 in MOS 76Z50, Senior Supply Sergeant, for qualified personnel.

b. Reference item concerning "Personnel Received as Replacements", page 6, paragraph 2a(1), and paragraph 2a, 1st Indorsement; concur with the first indorsement. The MTOE action cited should correct the problem.

c. Reference item concerning "Maintenance Officers Committing Aircraft", page 7, paragraph 2c; concur. The system cited in the recommendation is a valid approach to the problem of insuring high aircraft availability rates. However, it has been found that the optimum system is to have the maintenance officer recommend particular aircraft to the operations officer. In this manner, both the operations officer and the maintenance officer are aware of the unit's maintenance and operational requirements. No action by higher headquarters is recommended.

d. Reference item concerning "Lack of Authorized Personnel to Perform Recovery Missions", page 7, paragraph 2b, 1st Indorsement; concur with the 1st Indorsement. The recovery aircraft is assigned to the

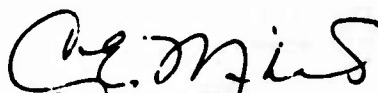
AVHGC-DST (8 Feb 70) 2d Ind

25 MAR 1970

SUBJECT: Operational Report - Lessons Learned of the 14th Transportation  
Battalion (AM&S)(GS) Period Ending 31 January 1970, RCS CS FOR  
65(R 2)

GS company; the personnel who rig a downed aircraft are assigned to the DS unit. The recovery aircraft is assigned to the GS unit because wide area coverage is required; the recovery personnel are found at the DS unit because a downed aircraft is normally brought to the DS unit for repair. No action by higher headquarters is recommended.

FOR THE COMMANDER:



C. E. MICHELS

MAJ. AGC

Assistant Adjutant General

Cy furn:

34th General Support Gp  
14th Transportation Bn

GPOP-DT (8 Feb 70) 3d Ind

SUBJECT: Operational Report of HQ, 14th Transportation Battalion (AM&S)  
(GS) for Period Ending 31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 31 MAR 70

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

*D.D. Cline*

D.D. CLINE  
2LT, AGC  
Asst AG



# ORGANIZATIONAL CHART

TOE 55-66F/MTOE 55066FP01

HEADQUARTERS  
14th Trans Bn (AES)(CS)  
APO 96240  
Nha Trang

11th  
14th Trans  
APO 96240  
Nha Trang

79th Trans Co  
APO 96238  
Qui Nhon

604th Trans Co  
APO 96494  
Qui Nhon

608th Trans Co  
APO 96377  
Dong Du Yhin

54th Trans Co  
APO 96238  
Qui Nhon

614th Trans Co  
APO 96240  
Nha Trang

Qui Nhon  
Pleiku

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